

## FERNALD COMMUNITY REUSE ORGANIZATION PATH FORWARD

### INTRODUCTION:

The Fernald Community Reuse Organization (CRO) is made up of concerned and involved citizens. The CRO received a charter, ground rules and a mission statement when it first convened. However, at that time, the CRO was directed to develop a mission in their own words and operational ground rules when they felt the time was right. Additionally, the National Council for Urban Economic Development (CUED) report recommended developing a path forward and a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis for the area. After several hours of education about the Fernald site and several months of public meetings, the CRO decided to begin the process in order to clarify and give direction to the CRO's reason for being.

### VISION:

The Fernald CRO envisions a group of interdependent communities sharing resources and participating in long-range planning to provide a safe, family-centered environment that protects the health and welfare of all.

### SHARED COMMITMENTS:

*As members of the CRO, we stand for . . .*

- Honest and ethical decision making.
- Working in the interest of our environment and our natural resources.
- The conscientious use of tax dollars.
- The open exchange of ideas.
- Public involvement representing the broadest cross section of participants possible.
- Representing community values.
- Being mindful of the stakeholders' needs including the Fernald workforce.
- Honoring and sharing the CRO's goals, mission and vision.
- The preservation of historic and cultural resources.
- Public health and safety.
- Doing the right thing, *right*, the first time.
- Working toward consensus in our efforts to serve the community.
- Active and meaningful personal involvement.

**MISSION:**

The CRO will serve as a regional forum that facilitates public dialogue to develop a comprehensive plan to utilize resources to promote public health and safety, a clean environment and a productive economy.

**FOCUS AREAS:**

- 1) LAND REUSE AT THE FERNALD SITE.
- 2) EQUIPMENT AND RESOURCE REUSE AT THE FERNALD SITE.
- 3) ECONOMIC TRANSITION INCLUDING THE FERNALD WORK FORCE.
- 4) PUBLIC INVOLVEMENT AND PARTICIPATION.

**STAKEHOLDERS:**

- 1) Primary stakeholders are those person who work or live in the Tri-Township Area (Crosby, Ross and Morgan).
- 2) Secondary stakeholders are concerned citizens and potential partners who do not live or work in the Tri-Township Area.

**MEMBER EXPECTATIONS:**

- *Everyone has an equal voice.*
- *No member will be allowed to dominate.*
- *All decisions will be made by consensus whenever possible.*
- *We will honor the viewpoints of all members.*
- *Communication will be open, honest and direct.*
- *Decisions will be based on research and the analysis of alternatives.*
- *Everyone has the responsibility to stay on task and to stay focused.*
- *We will abide by the rules of common courtesy (patient, respectful and courteous).*
- *Everyone will encourage public involvement and participation.*
- *Everyone will take responsibility for expressing themselves.*  
The conflict of ideas is a natural part of any group effort. We count on members stating their views and opinions even when they are minority opinions. Also, anything a member says about the CRO or CRO business outside of our meetings should be shared with the group itself. Doing so will keep the group energy in the group.
- *We will abide by the 2 cent rule.*  
Once a member has spoken on an issue (given his/her 2 cents worth), he/she will wait until all others have the opportunity to speak before speaking again unless asking a question for clarification purposes.
- *Attendance at all meetings is expected.*  
In the event of an absence, the CRO Chair should be notified in advance. The absent member is responsible for getting briefed on what he/she missed.

## **ANALYSIS OF STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT):**

The Fernald CRO did two SWOT analyses. The first was a general one that gave the participants an overview of the internal strengths and weaknesses of the primary stakeholder region and the opportunities and threats outside the region. The second SWOT analysis dealt more with economic development issues and was based on the recommendations of the CUED report. (see Appendix) The results of a third SWOT analysis done by the Western Hamilton County Collaborative were distributed to the CRO participants as well. From these analyses, the CRO has begun to develop strategies on how to accomplish their goals. (see Appendix)

### **STRENGTHS**

- Caring and concerned citizens with high family and moral values
- A proud community
- Quiet, rural community with good roads and limited traffic problems
- Well trained labor pool
- Available land
- Good schools
- Access to interstate, proximity to Cincinnati
- Department of Energy commitment
- CRO commitment

### **WEAKNESSES**

- Limited infrastructure
- Public perception of the area (Fernald site)
- Resistance to change

### **OPPORTUNITIES**

- Potential for economic, recreational and residential development
- Reuse of Fernald land/resources
- Potential to plan to meet the desires of the community

### **THREATS**

- Lack of regional planning
- Environmental hazards
- External perception of the area
- No central focal point for two counties and three townships
- Environmentalism versus reuse
- Incomplete information
- Lack or loss of resources

## STRATEGIES:

### 1. Organizational Structure:

- 1.1 We will complete the incorporation process.
- 1.2 We will finalize arrangements for the 501.C3.
- 1.3 We will develop a plan for membership and a mechanism for replacing members due to turnover.
- 1.4 We will appoint a sub-committee to employ our consultant.
- 1.5 We will locate and set up the CRO office including a central location, phone, FAX, web site, library, maintenance and the hiring of support staff.
- 1.6 We will develop an organizational chart for the CRO which illustrates the organizational structure, reporting methods and sub-committee relationships.

### 2. Financial:

- 2.1 We will finalize the start-up grant and obtain the designated funds.
- 2.2 We will develop a mechanism for the disbursement of start-up grant money.
- 2.3 We will establish an accounting and budgeting procedure.
- 2.4 We will research other sources of funding from private and state and other governmental sources.
- 2.5 We will research the criteria for and methods needed to obtain our planning and operating grant and seed and infrastructure moneys.

### 3. Administrative/Evaluation:

- 3.1 We will establish an overall timeline for completing strategies.
- 3.2 We will establish our success indicators.
- 3.3 We will benchmark with other CRO organizations.
- 3.4 We will establish milestones.
- 3.5 We will monitor, review and revise our path forward as needed.
- 3.6 We will determine priorities.

### 4. Focus Areas:

- 4.1 We will establish sub-committees to develop action plans which consider both inside and outside the Fernald fence for our four focus areas
  - 4.1A We will charge the **land reuse** committee to develop a plan which encompasses the needs of the community while maintaining environmental safety and cost-effectiveness.
  - 4.1B We will charge the **equipment and materials reuse** committee to ascertain all available equipment and materials and to develop a plan which equitably distributes those resources in a timely fashion so that no usable resources are wasted.
  - 4.1C We will charge the **economic development** committee to determine economic initiatives in our region that impact our area, to develop strategies from the SWOT analysis done by the CRO and the SWOT analysis done by the Western Hamilton County Collaborative, and to establish a network with other economic development organizations in order to represent the views of our stakeholders and to coordinate economic development efforts.
  - 4.1D We will charge the **worker transition** committee to assess the number of workers, their respective skill and wage levels and to make recommendations on job placement, outreach and retraining opportunities.

**STRATEGIES (continued):****5. Public Involvement:**

- 5.1 We will develop a comprehensive plan for involving the stakeholder in all facets of the CRO's decision making process.
- 5.2 We will publicize and utilize our web site.
- 5.3 We will conduct focus groups.
- 5.4 We will conduct local meetings.
- 5.5 We will survey the stakeholders to determine their needs.

**6. Communication:**

- 6.1 We will develop a mechanism for internal communication (within the CRO) which encourages open communication and a clear understanding of all issues and decisions we address.
- 6.2 We will develop a mechanism to continue to ensure two-way communication between the CRO and the Fernald site.
- 6.3 We will develop a comprehensive and proactive plan to communicate with other CROs, the media, local, state and national governmental officials and agencies in order to get "the word out" about the strengths of our area and our successful endeavors to accomplish the CRO mission.
- 6.4 We will establish a crisis management/damage control plan in order to get accurate information out to combat rumors or erroneous information.

Approved April 1, 1997